EMS Officer I Module 1



Chapter 3

EMS Providers and the EMS Officer



EMS Officer I Objectives

- Describe the EMS officer's basic tasks.
- Describe a typical EMS station workday.
- Describe the transition from a provider to an EMS officer.
- Discuss the EMS officer's role as a supervisor.



EMS Officer I Objectives

- Discuss the EMS officer's role as a commander.
- Discuss the EMS officer's role as a trainer.
- Describe the activities an EMS officer performs to maintain an effective working relationship with his or her supervisor.



EMS Officer I Objectives

- Describe the importance of integrity and ethical behavior.
- Describe how to maintain workforce diversity.
- Describe the concept of the EMS station as a business location.



Introduction

- An EMS officer is responsible for managing a work unit.
- Much of what an EMS officer does consists of routine administration activities.
- Supervising and managing EMS officers usually report to higher ranking officers.



EMS Officer Tasks

- Four basic vital tasks
 - Shift report
 - Notification
 - Decision making
 - Problem solving



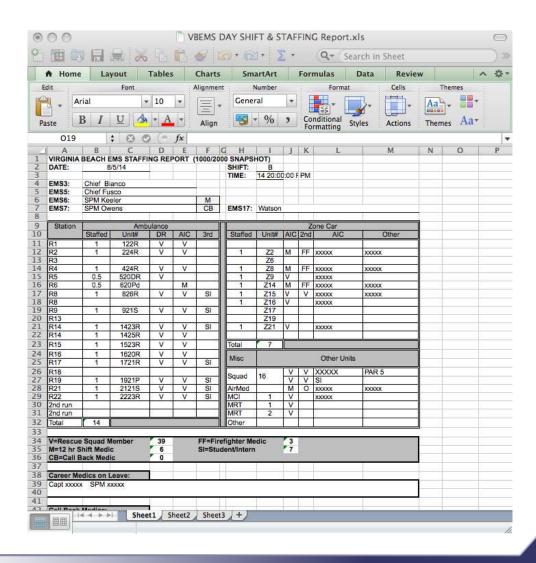
Shift Report

- •Provides a report at some point of the day
 - Provide on-duty staffing information and a sick leave list.
 - Note the location and condition of the EMS vehicles





Shift Report





Notifications

- Some information must be passed up the chain of command quickly.
 - Exposure reports.
 - Information the chief/captain needs to know.
 - Anything that someone at a higher level may call to inquire about.



Decision Making and Problem Solving

- Chief/captains want EMS officers to run the station.
- Chiefs/captains prefer that EMS officer propose solutions to problems.





Example of a Typical EMS Station Workday

- Includes activities such as:
 - Equipment check
 - Cleaning
 - Productivity activity
 - Study time
 - Special station activity



Example of a Typical Volunteer Duty Crew

- Equipment check
- Classroom session, skill drill or community outreach activity
- Cleaning



Transition from an EMS Provider to an EMS Officer

- Four major career changes:
 - Completions of field training/precept period.
 - Beginning of work as a duty crew leader
 - Beginning work as a functional officer
 - Beginning work as a chief officer
 - Retirement



Promotion to EMS Officer

- •Responsible for supervision, performance, and safety of personnel
- •Representative of EMS Agency.





EMS Officer as Supervisor – Commander - Trainer

- Three roles of EMS officer:
 - Supervisor
 - Commander
 - Trainer



EMS Officer function as agency representative

- •May function as the representative of the EMS agency.
- •Follow policies, rules and regulations.





Commander

- •Functions as the commander of the scene of an emergency incident
- •May function as the initial incident commander





Commander

- •An EMS officer establishing command should have:
 - Knowledge of responding agencies
 - Familiarity of local procedures
 - Ability to issue clear, direct orders





Trainer

•The EMS officer is responsible for the skill, confidence, and competence of the providers under his or her command.





Trainer

- Three recommendations to assist EMS officers in the training:
 - Develop a personal training library
 - Know your jurisdiction
 - Use problem-solving scenarios



Developing a Personal Library

- •Use a notebook with subject-matter tabs.
 - Various topic headings, school curricula, personal lists, and so on.
 - Keep notes from training events and handled incidents.





Developing a Personal Library

- Obtain copies of textbooks and reference used in EMS training and promotional reviews:
 - Trade journals
 - Peer review journals



Know Your Jurisdiction

- Conduct walkthroughs.
 - Take pictures
- Maintain good relationships with building managers in the area.
 - Schools, apartment complexes, nursing homes, power plants, etc.



Use Problem-Solving Scenarios

- Present a fact-based situation
 - Let personnel use the protocol book to formulate a treatment plan.
 - Asthmatic
 - STEMI
 - Stroke
 - Trauma



EMS Officer's Supervisor

- Every EMS Officer has a supervisor.
- Every EMS officer has an obligation to work effectively with his or her supervisor.
- Keep the supervisor informed.



EMS Officer's Supervisor

- EMS officers should not hesitate to make decisions appropriate for their level of responsibility.
- If your decision will have an impact that goes beyond the your scope of authority, talk to your supervisor.



Integrity

- •Complex system of attributes that determines moral and ethical actions and reactions.
- •Demonstrate behaviors by adhering to a moral code.





Ethical Behavior

- Includes making decisions and modeling behavior consistent with the agency's:
 - Core values
 - Mission statement
 - Value statements



Workplace Diversity

- EEOC enforces civil rights in the workplace.
- Many EMS agencies have changed their practices to comply with civil rights laws.
 - The workforce should reflect the diversity of the community it serves



EMS Officer Role in Workplace Diversity

Actionable items

- Behaviors that require immediate corrective action
- Failure to act is likely to create a liability and a loss for the agency





EMS Officer Role in Workplace Diversity

- Hostile workplace/sexual harassment
 - Employers have the duty to maintain a harassment free work environment.
 - Sexual harassment: Unwanted, uninvited, and unwelcome attention and intimacy in a nonreciprocal relationship.



The EMS Officer's Role in Workplace Diversity

- Hostile workplace/sexual harassment (cont'd)
 - "Hostile work environment": Subjecting an employee to discrimination
 - Social media and 24 hour news can bring rapid attention to even minor incidents.



The EMS Officer's Role in Workplace Diversity

- Handling harassment or hostile workplace complaints
 - The EMS officer should know the department's procedure for handing complaints.



The EMS Station as a Business Work Location

- Educate employees on workplace rules and regulations.
- Promote the use of "on-duty speech".
- Be the designated adult.



The EMS Station as a Business Work Location

- An EMS officer should walk through the EMS station at various times, during the work day.
- Having a reputation as someone who knows what's going on helps encourage workplace behaviors.



- The EMS Officer is responsible for people and resources.
- The shift report should be delivered in a timely manner.
- The new supervising EMS officer must make prompt notifications.



- Chiefs typically want new officers to make decisions within their scope.
- Each EMS agency should have annual goals.
- Transitioning from provider to EMS Officer changes how the individual relates to the organization.



- An EMS officer has a larger sphere of responsibility than a provider.
- An EMS officer's duties are: supervisor, commander, trainer
- Keep your supervisor informed and make appropriate decisions for your level of authority.



- Model integrity and ethical behavior.
- Recruitment, hiring, and promotion practices are guided by the EEOC.
- Follow procedures when you encounter a complaint.



Chapter 4

EMS Officer Communications



EMS Officer I Communications Objectives

- Describe the steps in the communication cycle.
- List the basic skills for effective communications.
- Identify ways to improve listening skills.
- Describe the ways to counteract environmental noise.



Introduction

- Many EMS officers may wear a rank insignia that parallel the military ranking structure.
- Communications skills are important, although the technology has advanced.



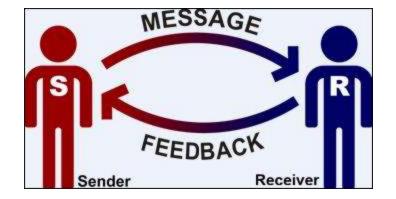
Introduction

- Communications skills are required to:
 - Provide direction to crew members.
 - Review new policies and procedures.
 - Exchange information.
 - Work with citizens, conduct tours, release. public information and prepare reports.



The Communications Process

- •Communications is a circular process.
 - It is effective when the receiver understands what the other person intended.
 - The message must make sense to the recipient.
 - The recipient must send back confirmation.





- Message
 - Consists of written or spoken words
 - Can also be a stern facial expression with purposeful eye contact



- Sender
 - The person or entity
 - Nonverbal clues influence the receiver's interpretation



- Medium
- Method used to convey the information from sender to receiver
- Influences the importance attached to the message



- Receiver
 - The person who receives and interprets the message
 - Many opportunities for error



- Feedback
 - Without some confirmation, the sender should never assume that the information has been successfully transferred



Use Active Listening

- •Must be continually practiced to maintain proficiency
- •Requires good eye contact, alert body posture, and frequent use of verbal engagement





Use Active Listening

- Improve techniques
 - Do not assume anything
 - Do not interrupt
 - Try to understand the need. Often the 1st complaint is the key to understanding the underlying issue.
 - Look for the real reason the person wants your attention.
 - Don't react too quickly.



Stay Focused

• Directed questioning can keep the conversation on the topic at hand.



Ensure Accuracy

- Must have up-to-date information on department policies and practices
- Must sometimes control what is discussed in the work environment



Keep Your Supervisor Informed

- Inform the chief officer of the following:
 - Progress toward goals and objectives
 - Matters that may cause controversy
 - Attitudes and morale



The Grapevine

- The EMS officer can get clues from the grapevine, but should not use it to leak information.
- The EMS officer may have to deal with rumors by providing accurate information.



Overcoming Environmental Noise

•Environmental noise:

A physical or sociological condition that interferes with a message.





Suggestions to Improve Communication

- Don't struggle for power
- Avoid off-hand manner
- •Keep emotions in check
- •Select works and tone carefully

- Requires
 - Asking precise questions
 - Providing timely and accurate information
 - Provide appropriate details
 - Watch out for conflicting orders



The Direct Approach

- •Requires asking direct questions
- Providing timely and accurate information
- •Giving clear and specific orders





Key Points for Emergency Communication

- Be direct
- Speak clearly
- Use a normal tone of voice
- Hold the radio about 2 inches from your mouth



Key Points for Emergency Communication

- For repeater system use, allow for time delay after keying the microphone.
 - Use plain English
 - Use common terminology
 - Avoid being near other noise sources



"Unit Calling, Repeat..."

- Radio messages must be accurate, brief, and clear
- Be as consistent as possible
- Recordings are an effective training tool



Initial On-Scene Radio Report

- Describe what you have.
- State what you are doing.
- Provide directions for other units that will be arriving.



Using the Communications Order Model

- Standard method of transmitting an order to a unit or company
- Designed to ensure message is:
 - Clearly stated
 - Heard by proper receiver
 - Correctly understood



Using the Communications Order Model

- Communications example:
 - Command: Medic 2, from Command
 - Medic 2: Medic 2, go ahead Command
 - Command: Medic 2, your patient will be in the red car in front on the police car
 - Medic 2: Medic 2, copy red car
 - Command: Medic 2, that is correct



Radio Reports

- Provide an instantaneous connection
- Can link individuals involved
- Sender and receiver need to strive to make messages accurate, clear, and as brief as possible.



Radio Reports

- Think first
- Position the microphone
- Depress the key
- Take a breath
- Send a concise, specific message in a clear tone.



Verbal Reports

- •Face to face is the most effective means of conveying information
- •A CAN report is effective when the magnitude or speed of the event requires maximum efficiency.





Verbal Reports

- During an emergency, radio reports should be directed back to the incident commander.
 - Once the task is completed
 - When a progress update is necessary
 - When additional resources are required



Written Reports

- Provide information related to EMS agency personnel, programs, equipment and facilities.
- Most agencies require officers to maintain a station journal or log book.



Written Reports

- Morning report
 - Identifies personnel or resource shortages

- Monthly activity and training report
 - Documents activity during the preceding month



Written Reports

- •Incident Report
 - Required for every emergency response
 - Some incidents require an expanded incident report narrative





Written Reports

- Infrequent reports
 - Injury Report
 - Property Damage report
 - Vehicle Accident report
 - Response to a grievance or compliant
 - Work improvement plan
 - Request for other agency service



Written Reports

- Infrequent reports (continued)
 - Supervisor's Report
 - Required by state worker's compensation agencies whenever an employee is injured
 - Submitted within 24 to 72 hours of the incident
 - Should include a chronological statement of events



Written Reports

220000000000000000000000000000000000000	S ACCIDENT REPO IMPENSATION CL		PO Box 3 Sacrame (916) 631	mo. CA 958	12-3042		E A TIME PORTED:
COMPANY Scotts Valley Fire Protection District			LOCATION 7 Erbs Lane, Scotte Valley, o 95068			LOCATION CODE NO 1700	
A. EMPLOYEE	NAME			JOB TITLE			
	DEPARTMENT Scotte Valley Fire Protection District 1100 :				##LOST TIME ## FIRST AID ##NO LOST TIME		
B. TIME AND PLACE OF ACCIDENT	DATE	PUC	DEPARTMENT 1100	IMMEDIA	DIATE SUPERVISOR		
	IDENTIFY EXACT LOCATION WHERE ACCIDENT OCCUPRED (86 appents)						
	JOR OR ACTIVITY AT TIME OF ACCIDENT (Se specific)						
D. DESCRIBE TH	E ACCIDENT/ACCIDE	ENT CAU	SE - Please be spec	ofic			
E. UNSAFE ACTA prevent future occ	CORRECTIVE ACTION	NTAKEN	- Include both emp	loyee and s	upervisor	conec	tive actions to
EMERGENCY - WENT TO THE DOCTOR ## YES ## NO		N	If yes, please fill out the Soliciving inform Name of Doctor: Address of Doctor:				
ere NO			Advanced and Proceedings.				



Using Information Technology

- Most reports are completed using a computer and software
 - Resources available for reporting
 - Computer
 - Printer
 - Network connection



- An EMS officer must be able to process several type of information.
- Successful communication occurs when people develop mutual understanding
- The communication cycle includes five elements: message, medium, receiver, and feedback



- An officer must be effective as a sender and a receiver of information.
- An officer needs to have up —to-date information.
- EMS officers should keep their superior officers informed.



- The direct approach entails asking precise questions and giving clear and specific orders.
- An officer should be as consistent as possible over the radio.
- Radio communications are essential for emergency operations.



- To create a report, the EMS officer must understand the specific information that is needed.
- The most common form of reporting is verbal communication.
- Written reports vary in their purpose, formality, and frequency.



Safety Policies and Procedures

- The EMS officer needs to:
 - Understand the each policy.
 - Follow all polices and procedures.
 - Ensure that subordinates follow them.



Chapter 6

Understanding People:

Management Concepts



EMS Officer I Objectives

- Discuss the principles of supervision and basic human management.
- Explain the history and principles
- Explain the history and principles of humanistic management



EMS Officer I Objectives

- Discuss the function of human resources management
- Coordinate the completions of assigned tasks and projects



Introduction

- Management science: systematic pursuit of practical results, using available resources.
- An EMS officer is given responsibility to direct and supervise personnel, apparatus, equipment, facilities, and other resources.



Managing People

- •Most EMS Officer will find that managing people is their greatest challenge.
 - Workers get the job done
 - Managers direct and coordinate worker's efforts.





Managing People

- Human resources management is built from two schools of thought:
 - Scientific management
 - Humanistic management



Scientific Management

- Developed by Frederick Winslow Taylor
 - Breaking down work tasks
 - Timing each element
 - Fixing compensation based on timing
 - Standardized work tasks
 - Consolidating a "planning department"



Taylor's Four Principles of Scientific Management

- Replace "rule of thumb" work methods
- Select, train, and develop each worker
- Cooperate with workers to ensure methods are being followed
- Division of work: manager think, workers work



Humanistic Management

- Scientific management considered people as cogs in the production line.
- Humanistic management sifted the focus to pay attention to workers.
 - Hawthorne effect: people being studied improved their performance because of the attention they received.



Humanistic Management

- Two important theorists for humanistic management:
 - Douglas McGregor
 - Abraham H. Maslow



McGregor: Theory X and Theory Y

- Theory X: People do not like to work
 - They need to be closely controlled

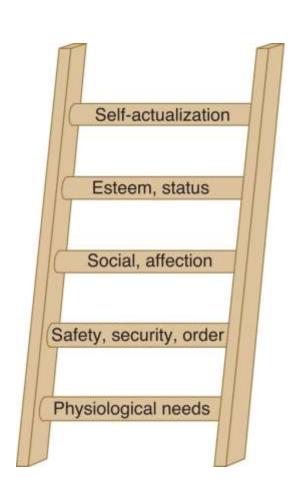
- Theory Y: People like to work
 - They need to be encouraged

• The EMS officer must steer the efforts of the workforce in the right direction.



Maslow's Hierarchy of Needs

•Human Needs are arranged like a ladder or pyramid





Maslow's Hierarchy of Needs

•Level 1: Physiological needs

•Level 2: Safety, security, and order





Maslow's Hierarchy's of Needs

•Level 3:

Social needs and affection

•Level 4:

Esteem and status

•Level 5:

Self-actualization





Blake and Mouton's Management Grid

- Grid theory has been adopted as "crew rescue management"
- Assumes decisions and actions are based on:
 - Concern for people
 - Concern for results



Blake and Mouton's Managerial Gride

- Five managerial styles
 - Indifferent: evade and elude
 - Controlling: direct and dominate
 - Accommodating: yield and comply
 - Status quo: balance and compromise
 - Sound: contribute and commit



Human Resources Management

- Functions:
 - Human resource planning
 - Personal relations
 - Staffing
 - Human resources development
 - Performance management
 - Compensation and benefits
 - Health, safety, and security



Human Resources Management

- Human resources management
 - Process of having the right number of people in the right place at the right time.
- Personnel relations
 - All activities designed to maintain a rapport with personnel



Human Resource Management

- Staffing
 - Process of attracting, selecting and maintaining an adequate supply of labor
- Human Resources Development
 - All activities to train and educate personnel



Utilizing Human Resources

- Mission statement
 - The EMS Officer must know and understand the agency's mission.
 - The mission statement is designed to guide the actions of all personnel.



Utilizing Human Resources

- Getting assignments completed
 - There are a number of time demands
- The EMS officer will need to determine:
 - Which activities need to be completed
 - When they must be completed
 - How long they will take



Utilizing Human Resources

- Getting assignments completed (continued)
 - To assist in making sure that activities are accomplished
 - Place scheduled events on a monthly calendar
 - Create a "daily" file
 - Delegate duties



- Management science is the systematic pursuit of practical results, using available resources in a concerted way.
- Scientific management breaks down work tasks into constituent elements.
- Humanistic management shifts the focus to the workers.



- A Theory X Manage believes that workers need to be closely controlled.
- Theory Y Manager believes that workers need to be encouraged.
- Maslow's hierarchy of needs is a ladder comprising of five need levels.
- Grid theory: every decision and action is driven by values, attitudes and beliefs.



- Managing EMS Providers requires physical, financial, human, and time resources.
- Human resources planning involves having the right number of people in the right place at the right time.
- One of the greatest demands on the EMS Officer is ensuring effective use of time.

